

STATESTAT Analysis Series

Best Practices for Succession Planning in Maryland

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October 2014



PLANNING FOR THE SILVER TSUNAMI

BEST PRACTICES IN MARYLAND

Executive Summary

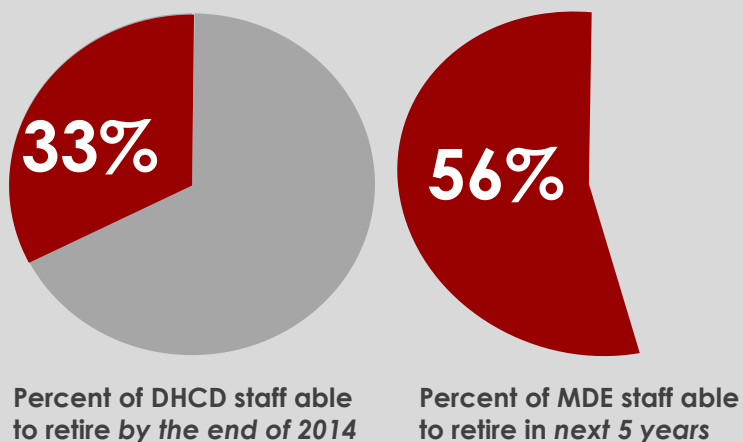
From 2000 to 2010, the population of Americans age 45 to 64 grew by 32%- over three times faster than the overall population growth.ⁱ On January 1st, 2011, the first “Baby Boomer” turned 65, officially setting off the forewarned ‘Silver Tsunami’. When the last baby boomer celebrates their 65th birthday in 2029, more than 20 percent of the US population will be over 65. This ‘greying of America’ is expected to endure. The Census estimates that by 2056, Americans over the age of 65 are expected to outnumber Americans under the age of 18 for the first time in history.ⁱⁱ

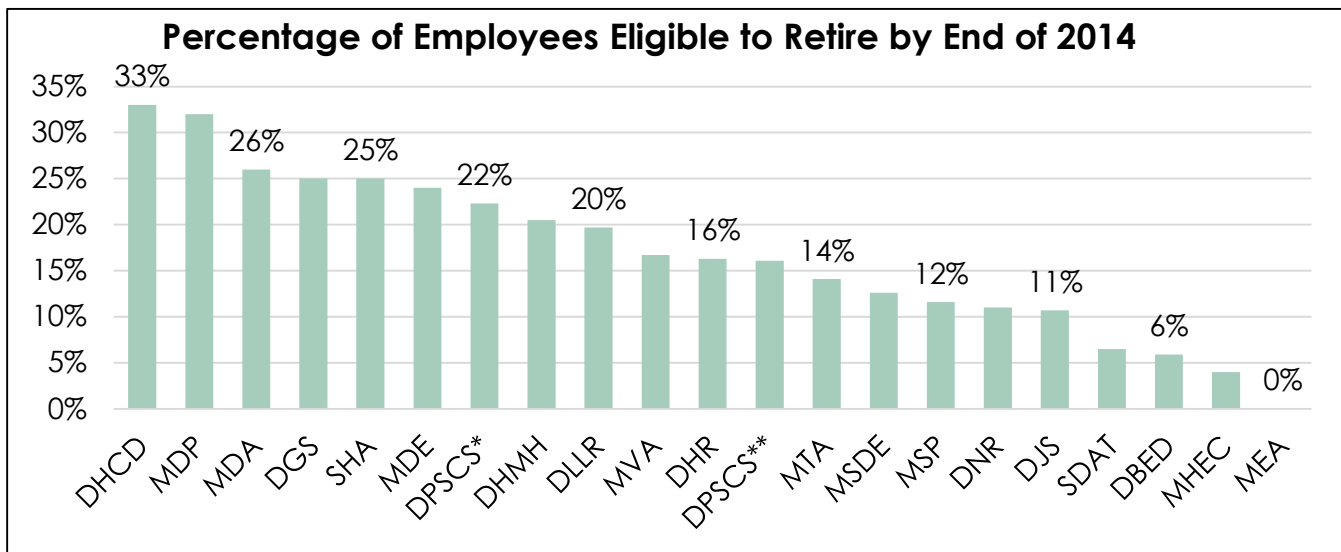
As more of the 76 million baby boomers turn 65 each year and become eligible to retire,ⁱⁱⁱ government workforces are already feeling the ‘tsunami’s’ effect. Last year, 49% of state and local governments reported an

increase in staff retirements compared to 2012; just 16% reported the opposite trend.^{iv}

Increasing retirement rates and expedited retirement dates can lead to a vacuum in agency leadership if proper succession planning is not in place. **Succession planning, defined as the ongoing practice of identifying and developing in-house candidates for top executive positions,** ensures agencies maintain efficiency as leaders retire and rising leaders fill their roles. StateStat surveyed its 20 reporting agencies to find out how well Maryland’s public workforce is prepared to survive the ‘Tsunami’. In eight agencies, at least one in five employees are *currently eligible* to retire. Within some agencies the situation is even more precarious; SHA, DGS, MDA, MDP and DHCD could lose at least a quarter of their workforce if all currently eligible employees

The State of the State’s Workforce





chose to retire by the end of the calendar year. Within the next five years, more than half of MDE's workforce will become eligible to retire; during the same time, more than a third of the workforce at DHCD, SHA, MDP and SDAT will reach retirement age.

In addition to reporting on pending retirements, StateStat asked agencies to report on any formal and/or informal succession plans. **Only a quarter of interviewed agencies had formal succession plans in place or under development.** Among the agencies that are actively engaged in succession planning, however, there are many best practices. For example, DHR operates two training programs for agency staff including the recently launched Leadership Development Initiative and Leadership Reach- a series of online and in-person professional development training modules. MVA launched a mentoring program in 2010 designed specifically to meet the agency's succession planning needs, and it runs a supervisor training program. Finally, MDE, MSDE and MTA are all actively developing

succession planning programs; MSDE and MDE are developing their programs internally while MTA contracted with Towson University to develop a data-driven plan.

StateStat compiled this guide to share best practices in succession planning and staff training among our reporting agencies. We hope agencies will find it useful in developing their own succession plans.

Why is succession planning important for your agency?

- **Program continuity** - Someone needs to keep the lights on after you are gone
- **Employee engagement** – Training employees to be tomorrow's leaders may ensure they are still here tomorrow
- **Difficulty in public sector hiring** – At the Executive level, private sector compensation packages can make it hard for governments to compete
- **Skills training and hiring** - Identifying the holes you will need to fill can guide where you invest HR resources today
- **Resiliency**- Succession planning is a critical part of any crisis management plan

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SUCCESSION PLANNING 101^v



1. **Set an agency direction:** Identify your agency's long-term goals and objectives
2. **Analyze your needs:** Identify and log what positions in your agency have the highest potential risks for a vacancy—and the impact that it could have on your agency

| | |
|--|---|
| Position (Title) | <ul style="list-style-type: none"> • Location (Division, Team, etc.) • Employee (Name) • Contact Information • Function (i.e., position description, responsibilities) |
| Vacancy Risk (The amount of time pending until the position becomes vacant) | <ul style="list-style-type: none"> • Position is vacant • High- 1 to 180 days • Medium-High- 180 days to 1 year • Medium- 1 to 3 years • Low- Greater than 3 years • None- No perceived vacancy |
| Impact (The effect a vacancy in the position will have on the agency) | <ul style="list-style-type: none"> • High- Immediate impact on the agency's ability to fulfill the responsibilities of the position • Medium- Slight impact felt immediately • Low- Potential to create an inconvenience but organization maintains responsibilities |
| KSA's for Position (Knowledge, Skills and Abilities needed) | <ul style="list-style-type: none"> • Education • Training • Competencies • Other Needs |

3. **Develop strategies to meet those needs:** What is the best way to fill each of your agency's identified needs- recruitment, training, restructuring? Strategies should be both feasible (within current resources) and measurable (set a deadline!).
4. **Implement your plan:** Communicate with your employees throughout program implementation; request feedback, survey staff, and work to ensure everyone is engaged.
5. **Monitor progress regularly:** Evaluate progress and be prepared to modify. **Share your plan with StateStat and we can help you develop metrics to determine if your plan is working.**

Best Practices for Maryland

DHR

Leadership Development Initiative

Launched in January 2014, the DHR Leadership Development Initiative (LDI) is a year-long program designed to help emerging leaders learn to inspire trust, communicate shared vision and build effective relationships. Secretary Ted Dallas contacted all DHR employees asking for nominations to the program (Appendix A). DHR employees nominated 123 of their colleagues for the 25 seats in LDI's inaugural class. The selected cohort, chosen by a selection committee, meet once a month.



Leadership Reach

Leadership Reach is a training program designed to develop the next generation of DHR leaders. The program consists of three modules each with a series of professional enrichment assignments and courses. Employees can reach "Bronze", "Silver" or "Gold" status by completing required in-person classroom trainings and reviewing digital materials. Trainings cover topics such as public speaking, project management, and supervision. The full list of course requirements is available in Appendix C. Through July 2014, 47 DHR employees have reached 'Bronze' status, four have achieved 'Silver' and two have achieved 'Gold'.



DHR-U

DHR-U is the Department's online training portal for agency staff. Available courses include:

- *Microsoft Excel 101*- Part of a three-part training to help users reach fluency in Excel
- *The SNAP Challenge*- An innovative approach to helping workers remain current on SNAP policies and procedures
- *Customer Service Challenge*- A series of questions designed to test users' knowledge of both internal and external customer service skills

In FY2014, DHR-U offered 133 courses with over 3,100 total seats open to DHR employees. The Department successfully filled 9 out of every 10 available seats in the program.

MVA

Winning Incentives Necessary for Growth and Success

In 2010, MVA developed the WINGS program, a formal mentoring program, to meet the Administration's succession planning needs. The Administration's Organizational Development team carefully matches mentors and mentees for the year-long program. WINGS serves a number of agency needs including:

- Ensuring knowledge transfer throughout the agency;
- Increasing overall morale;
- Improving and increasing knowledge related to organizational performance; and
- Perpetuating generational mentoring behavior

Each mentoring pair must complete 36 hours of direct mentoring interaction throughout the year and reports quarterly on their progress. Additionally, each member of the WINGS team must complete a certain amount of training:

- Mentors: 10.5 training hours + Certification Test
- Mentees: 3.5 training hours
- Organizational Development Elevation Guides: 6 training hours
- Managers & Supervisors: 6 training hours

Through May 2014, over 200 MVA employees have applied for the WINGS program and 50 mentees have graduated.



Supervisor Preparation Series

The MVA launched the Supervisor Preparation Series in September 2012 to train supervisors in management skills and practices. A part of the Administration's Leadership, Education & Development Program (LEAD), participants complete three distinct semesters of courses focusing on MVA's needs. Each semester lasts approximately three months and includes 3-4 days of dedicated class time. In sum, participants complete 14 separate courses.

MSDE

Workforce Planning Program (WFPP)

MSDE's Office of Human Resources incorporated succession planning into the Department's Workforce Planning Program (WFPP). The WFPP is a formal program, developed and implemented through 2014 and 2015, designed to align the Department's human capital needs with its business processes. Two specific objectives of the WFPP focus on succession planning:

- Objective #3.1: Develop pipelines and career paths for mission critical positions
- Objective #3.2: Ensure diversity at all levels and in all divisions of the Agency

Detailed information on each objective including measures for success and a list of key actions is available in Appendix D.

MDE

Leadership Development Program

MDE launched the Leadership Development Program as a pilot training program in 2009. The pilot was deemed a success with 10 successful graduates. The Department expanded the program in 2011 and 2012 receiving over 120 applications for 68 seats.

Succession Planning White Paper

Last year, MDE conducted a thorough review of their succession planning needs. The result was a 'White Paper' distributed internally to raise awareness of the need for succession planning and spark a dialogue. The result was a three-prong approach to meeting the Department's succession needs. The strategies listed below, as of September, are currently underway:

- 1. Restructure the Leadership Development Program (LDP) Steering Committee**
 - a. The committee becomes a think tank and advisory board to the Secretary, Deputy Secretaries and senior staff comprised of employees at all levels in MDE who will develop strategic supervisor, management and leadership development programs that will ensure that employees have the opportunity to enhance their careers.
 - b. The receptivity of this opportunity, for the most part, is the major responsibility of the employee.
 - c. The Steering Committee will also be charged with developing metrics to measure the outcome of the restructured Leadership Development Program.
- 2. Restructure the Current Leadership Development Program**
 - a. Application process to be more selective.

- b. Adopt guiding principles to create a culture that embraces the development of leaders such as:
 - i. Communicate how leadership behavior needs to change to meet the challenges of the future.
 - ii. Involve leaders in leadership development.
 - iii. Expose employees at every level to leaders so they see how leaders think.
 - iv. Ensure everyone at every level has the opportunity to develop and practice capabilities needed to lead others.

3. Implement a Three-Tier Development Approach

a. Level 1- Supervisor Training Program

- i. Guiding and developing staff
- ii. Coaching
- iii. Team building
- iv. Managing employee performance
- v. Communication skills
- vi. Conflict resolution
- vii. Mentoring (receiving)

b. Level 2- Management Training Program

- i. Leading people
- ii. Delegating
- iii. Mentoring (receiving & conducting)
- iv. Collaborative management
- v. Consensus building
- vi. Negotiation skills
- vii. Empowering people
- viii. Decision making

c. Level 3- Leadership Development Program

- i. Inspiring and influencing people
- ii. Critical thinking
- iii. Strategic planning
- iv. Mentoring/Coaching from a higher level
- v. Executive communication skills
- vi. Collaborative leadership
- vii. Horizontal principle of power

DBM & DOIT

The HUB

DBM and DOIT recently collaborated on and launched the Hub- a statewide, online Learning Management System. The [Hub](#) is a cloud-based program enabling state employees to easily browse, register for and participate in either instructor-led or online training courses. The website also features a Knowledge Bank where users can share presentations and other documents as well as a comprehensive Help Resources Center. Currently available trainings include:

- Microsoft Office: Word 2007, PowerPoint 2007, Excel 2007 and 2010
- Google Docs Overview
- Records Management for Public Officials
- Sexual Harassment Awareness and Prevention Training
- Disability and the ADA in the Workplace

Information on accessing the Hub is available in Appendix E.

Conclusion

This guide was designed to spark discussions within and among Maryland's state agencies regarding how we can collectively train our workforce today to prepare for tomorrow's retirements. Please connect with your colleagues in other agencies to share ideas and continue the succession planning conversation. Additionally, please share any new succession planning strategies or programs with StateStat so we may share throughout the state.

Resources & Contacts

Maryland Contacts

| | | |
|---|--|----------------------------------|
| DHR- Leadership Development Initiative | Kimberly McConkey, Special Assistant to the Secretary | Kimberly.mcconkey@maryland.gov |
| DHR- Leadership Reach | Daniel Wait, Assistant Director of Human Resources Development | Daniel.wait@maryland.gov |
| MVA- WINGS/Supervisor Preparation Series | Diane Yates, Organizational Development Manager | Dyates3@mdot.state.md.us |
| MDE- Leadership Development Program | Sue Battle-McDonald, Director of BayStat | Sue.battle-mcdonald@maryland.gov |
| MSDE- Workforce Planning Program | Steve Serra, Director of the Office of Human Resources | Steven.serra@maryland.gov |
| DBM- The Hub | For agency specific training questions please contact your agency HR or Training Office. For general questions on 'The Hub' please contact DBM Shared Services at Shared.Services@maryland.gov | |
| StateStat | Shelley Spruill, Deputy Director | Shelley.spruill@maryland.gov |

Online Tools and Resources

Webinar: ["Engage, Motivate, Retain: Attracting and Maintaining the Right Talent in the Modern World"](#)

Is your agency prepared for the long-anticipated exodus of retiring baby boomers? Learn how to reform hiring processes to recruit new employees utilizing today's technologies and social media through this free webinar hosted by 'Governing' Magazine earlier this fall. A transcript of the webinar is available online.

Podcast: ["Succession Planning Tips Podcast"](#)

The Director of Microsoft's Succession Planning Program shares her unique insight on workforce planning and discusses common myths and challenges while sharing her tips and tricks.

Case Study: ["Tennessee Valley Authority"](#)

The Tennessee Valley Authority, the nation's largest public power producer, provides an inside look into their succession planning strategies, processes, and tools. Key components of their plan include regular employee surveys to determine retirement risk, knowledge assessments, and detailed position-specific plans to ensure knowledge retention.

Report: [“The Crisis in Federal Government Succession Planning”](#)

State governments are not alone in their lack of succession plans. This report by Price Waterhouse Coopers provides an in-depth look of the unique challenges governments face as they attempt to retain and hire employees in the 21st century. The report also includes several best practices in succession planning from agencies such as The Census Bureau (who partners with the University of Maryland on a Certificate in Leadership program), NASA, and the IRS.

Resource Gallery: [“California Department of Human Resources: Workforce Planning Toolkit”](#)

California's Department of Human Resources has gathered an extensive list of workforce planning best practices, examples and guides from throughout the state of California as well as several best practices from other states.

Article: [“Expert Interviews Instead of Exit Interviews”](#)

Fort Collins' (CO) implemented a unique strategy to retain employee knowledge in their utilities department. The Department contracted with a vendor to conduct video and written 'expert' interviews with staff to document contacts, key relationships and resources needed to get various jobs within the Department done. The findings of these 'expert' interviews will guide the Department's succession planning.

Podcast: [“After the Retirement Wave Crests, Who's Left?”](#)

This 'Excellence in Government' podcast discusses the pending increase in retirements within government workforces and provides insight as to what's next for the public workforce.

Article: [“Talent Management Systems Help Government Manage their Workforce”](#)

Henderson, NV uses a suite of software programs to manage the City's job application process. This 'Government Technology' article provides a quick overview of the variety of programs available to help governments manage their workforce from application through training and performance management.

APPENDIX

APPENDIX A: Nomination Request Letter for DHR's Leadership Development Initiative



January 13, 2014

DHR Leadership Development Initiative

Developing emerging leaders and retaining high performing employees is a priority at the Maryland Department of Human Resources. Launched in January 2013, the DHR Leadership Development Initiative (LDI) helps emerging leaders learn to inspire trust, communicate shared vision and build effective relationships. Our goal is to groom the next generation of DHR leaders so they will be equipped to successfully address the key challenges confronting our agency.

We are currently accepting nominations for the inaugural 2014 LDI class. Participants in LDI will meet monthly for robust, full-day sessions for nine months. Some travel may be required. Attendance at all sessions is mandatory. The first session will be held on Friday, March 7.

To nominate a DHR employee, please review and submit a nomination form no later than January 24, 2014.

Sincerely,

A handwritten signature in black ink, appearing to read "Theodore Dallas".

Theodore Dallas

APPENDIX B: Nomination Form for DHR's Leadership Development Initiative



2014 Nomination Form

NOMINEE INFORMATION

Nominee Name: _____ Title: _____

Office: _____ Administration: _____

Telephone Number: _____ Email Address: _____

Mailing Address: _____

NOMINATOR INFORMATION

Nominator Name: _____ Title: _____

Office: _____ Administration: _____

Telephone Number: _____ Email Address: _____

Mailing Address: _____

Relationship to Nominee (Supervisor, Colleague etc.): _____

NOMINEE QUALIFICATIONS

1. Why is the nominee a good candidate for the Leadership Development Initiative Class of 2014?

LDI Nomination Form (1.14)

2. What qualities does the nominee possess that you believe would make them a good candidate for this program?

3. Please list any other leadership experiences, special projects or assignments that highlight the nominee's leadership abilities or leadership potential that you believe are relevant to this program.

Please submit completed nomination forms by Friday, January 24, 2014 to:

Kimberly McConkey
Office of the Secretary
Department of Human Resources
311 W. Saratoga Street, 10th Floor
Baltimore, Maryland 21201

LDI Nomination Form (1.14)

APPENDIX C: Leadership REACH Introduction Form

Welcome to Leadership Reach, a training program that will help develop the next generation of DHR leadership. This training is a three-tiered module comprised of a series of professional enrichment assignments and courses. We designed Leadership Reach to equip you with the technical and managerial skills needed to advance your career.

How do I get started?

In Leadership Reach, you can earn “Bronze,” “Silver,” and “Gold” status by completing required classroom trainings and by reviewing new digital resources on various technical skills. Registering for Leadership Reach takes less than five minutes using our Google Form. To register now, click [here](#). All registered members will receive 24 hour advance notice whenever a required course for Leadership Reach is announced via e-mail. Seats are filled on a first-come, first-served basis, and any remaining seats will be made available to all staff the following day. Registering also helps us better communicate with you about your quest for Bronze, Silver and Gold, and it will help us better schedule trainings and ensure prompt recognition when you reach your goals.

Those who choose not to register can still sign up for and complete the required classroom courses, electives and digital resource reviews.

What are the requirements for Bronze, Silver and Gold status?



Find course and registration information at DHR on Knowledge Base - <http://kb.dhr.maryland.gov>

APPENDIX D: MSDE Workforce Planning Program

Objective #3.1: Develop pipelines and career paths for mission critical positions.

INTRODUCTION

As MSDE continues the critical work to implement the Third Wave of Reform and RTTT grant initiatives, we are looking toward the longer term strategies: (1) Continue with efforts to further develop and implement MSDE's Workforce Planning Program, consistent with the Department of Budget and Management (DBM) five-phase Workforce Planning (WFP) Model; (2) increase focus on identification of competencies needed by internal and external staff for successful career progression; (3) develop new strategies for increasing diversity in under-represented parts and levels of the agency; (4) build capacity among existing MSDE employees for meeting our future workforce needs through employee development, leadership training, and internal promotions; and (5) retain the current workforce through increased employee recognition and retention strategies.

MEASURES OF SUCCESS

| Metric | Baseline | Jan – June 2014 | Jul 2014 – Jun 2015 |
|--|-----------------|------------------------|----------------------------|
| # of divisions that have a strategic staffing plan in place | --- | 5 | 15 |
| # of divisions having successfully completed Phase II for at least one mission critical* job series. | --- | 5 | 15 |
| % of identified gaps that are closed. | --- | --- | 65% |

* List of mission critical jobs to be determined by each Division July 2014.

KEY ACTIONS

Early Wins (October 2014)

- *Phase I: Defining and supporting the agency's strategic direction.*
 - Design the process and milestones for the MSDE Workforce Planning Program (WFPP) protocol as well as the team members charged with the responsibility of implementing the workforce plan, which will include OHR staff and MSDE division leaders and staff. (OHR Director and Chief, Staff Employment Section, November 2014)
 - Provide overview of the workforce planning process with Executive Team Members. (OHR Director and Chief, Staff Employment Section, December 2014)
 - Establish a schedule for meetings in calendar 2015. (OHR Director and Chief, Staff Employment Section, December 2014)
- *Phase II: Conduct a detailed workforce analysis for each MSDE division.*
 - Review each division's organizational structure, including the demographics of the current workforce (OHR Director and Chief, Staff Employment Section, December 2014)
 - Review each division's strategic operating plans and take stock in take stock of the mission, vision, and measurable goals and objectives of the division and the time frames for accomplishment. (OHR Director and Chief, Staff Employment Section, December 2014)

Year One (January 2014 – June 2014)

- *Phase I: Design the process and communications for the MSDE Workforce Planning Program (WFPP).*

- Re-emphasize and establish a more formalized strategic staffing approach with the divisions to guide them through the hiring process. (OHR Director and Chief, Staff Employment Section, January 2015)
- Conduct WFPP meetings with each MSDE division by July 2014 in order engage them in the process and begin on Phase II. (OHR Director and Chief, Staff Employment Section, February - June 2015)
- *Phase II: Conduct of a detailed workforce analysis for each MSDE division.*
 - Conduct a supply analysis by reviewing and documenting the current workforce and evaluating current staffing levels, taking into consideration anticipated retirements, separations, trends, and the current skills and competencies of current staff. (OHR Director and Chief, Staff Employment Section, February - June 2015)
 - Perform a gap analysis by comparing the workforce supply analysis to the workforce demand forecast to identify whether a gap actually exists, indicating a future shortage of needed employees. It is possible that a surplus will be identified (indicating that the projected supply is greater than the forecasted demand). The gap analysis will be helpful in identifying positions for abolishment, or may support future requests for additional FTEs. (OHR Director and Chief, Staff Employment Section, June 2015)

Year Two (July 2014 – June 2015)

- *Phase III: Develop strategies to address any gaps that have been identified*.*
 - Develop strategies to close any identified gaps.
 - Identify the top three most critical workforce planning challenges facing each division and concentrate on these first, working its way down the list in order of importance.
 - Research and evaluate the feasibility of various strategies to address identified gaps, such as recruitment and retention bonus programs, targeted recruitment efforts, training, and retaining staff in the critical areas utilizing individualized development plans, implementing job rotations, offering temporary assignments and job shadowing opportunities, use of performance-based awards programs, and sharing best practices
- *Phase IV: Implement gap-closing strategies*.*
 - Implement the strategies developed in Phase III to close identified gaps by garnering executive level support for various action plans and specific goals, including specific roles and responsibilities.
- *Phase V. Evaluate and Revise Gap-Closing Strategies**
 - Evaluate the effectiveness of the gap-closing strategies and the revision of strategies, as needed.
 - Review the plan annually to determine whether it is working and if there are parts of the plan not working, to make necessary adjustments and to address new workforce issues as they arise.

**Denotes ongoing activities*

Objective #3.2: Ensure diversity at all levels and in all divisions of the Agency.

INTRODUCTION

MSDE is committed to providing equal opportunity in employment for all qualified persons and prohibiting discrimination in employment based on age, ancestry, color, creed, gender identity and expression, genetic information, marital status, disability, national origin, race, religion, sex and sexual orientation. The State of Maryland is also committed to promoting and ensuring diversity and inclusion for all employees and applicants for employment without regard to any protected category.

Favorable trends in minority hiring are reflected in the demographics of the State workforce by age. In fiscal 2012, women and minorities generally received promotions or upward reclassifications at rates consistent with their share of the workforce. However, significant disparities remain between the genders and races with respect to employment responsibilities and pay.

MEASURES OF SUCCESS

| Metric | Baseline | Jan–June 2015 | July–December 2015 |
|---|-----------------|---------------------------------|---------------------------|
| % of staff who are female | --- | Baseline (by September 2014) | Baseline + 10% |
| % of staff who are non-white | --- | Baseline (by September 2014) | Baseline + 10% |
| % difference among most and least diverse divisions at MSDE | --- | Baseline (by September 2014) | Baseline + 10% |

KEY ACTIONS

Early Wins (September 2014 – December 2014)

- OHR, with support from at least two MSDE hiring managers, attended the Legislative Black Caucus of Maryland’s Annual Legislative Weekend Job Fair on November 1, 2013. OHR will continue to participate in this event in future years. (Chief, Staff Employment Section and staff members, November 2014)
- OHR will develop an email group and communications for use in more effectively promote employment opportunities for Historically Black Colleges and Universities and professional organizations. (Chief, Staff Employment Section and staff members, December 2014)

Year One (January 2015 – June 2015)

- Conduct an in depth analysis of employee gender, race and ethnicity data by job classification and level within the MSDE divisions. (OHR Director and Chief, Staff Employment Section, February 2015)
- Analyze “likely to retire” and other open positions data to determine where we can increase diversity of new hires. (OHR Director and Chief, Staff Employment Section, March 2015)
- Design at least two new outreach strategies geared to increase the number of minority and female applicants for MSDE positions, for example: (OHR Director and Chief, Staff Employment Section, June 2015)
 - Expand current relationships with Historically Black Colleges and Universities and professional organizations.
 - Increase participation in job fairs that may be sources for African-American and other diversity recruitment.

- Increase use of the new recruitment module of the Automated State Personnel System has enhanced the ability of applicants to search for employment opportunities in the State.
- Explore non-traditional recruitment strategies, including Facebook and Twitter, to share job announcements, increase networking opportunities and develop partnerships and alliances with minority and disability professional organizations to engage their membership and inform them about employment opportunities with MSDE.
- Ensure that we have good gender, race and ethnicity representation in the new Supervisory Boot Camp training program. (OHR Director, and Chief, Employee Relations Section, June 2015)

Year Two (July 2015 – June 2016)

- Ensure that we have good gender, race and ethnicity representation in the new Leadership Development Program Pilot. (OHR Director, and Chief, Employee Relations Section, June 2015)
- Design at least four new outreach strategies geared to increase the number of minority and female applicants for MSDE positions. (OHR Director, and Chief, Employee Relations Section, June 2015)

APPENDIX E: How to Access the Hub

START HERE
Go to The HUB link:
<https://stateofmaryland.csod.com>

The Hub Log-in Page



STATEWIDE PERSONNEL
SYSTEM



Log in

To log-in, please enter your username and password

Username:

Password:

Log in

[Forgot Username?](#)

[Forgot Password?](#)



Welcome to The HUB

Need assistance?

For agency specific training questions: Please contact your agency HR or Training Office.

After three unsuccessful login attempts: Your account will be temporarily disabled due to invalid login attempts. You can try again in one hour.

Forgot your Username? To obtain your username (employee ID) click on the "Forgot Username?" link below the login button. This will take you to the Payroll Online Service Center (POSC) login screen. Login to POSC and click the "View SPS Employee ID" button to view your SPS employee ID (username).

Forgot your password? To reset your password, click on the "Forgot Password?" link below the login button. Please enter your Username in the box marked "Login Credential". You will then receive an email with the subject line of "Cornerstone Password" that contains a password reset link. Use this link to reset your password. If you do not receive this email within a few minutes, please check your Spam folder.

For additional assistance: Please contact DBM Shared Services at Shared.Services@maryland.gov

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<https://stateofmaryland.csod.com>

Obtain Username (SPS Employee ID)



Log in

To log-in, please enter your username and password

CLICK HERE

Username:

Password:

[Log In](#)
[Forgot Username?](#)
[Forgot Password?](#)

Welcome to The HUB

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After three unsuccessful login attempts: Your account will be temporarily disabled due to invalid login attempts. You can try again in one hour.

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Forgot your password? To reset your password, click on the "Forgot Password?" link below the login button. Please enter your Username in the box marked "Login Credential:". You will then receive an email with the subject line of "Cornerstone Password" that contains a password reset link. Use this link to reset your password. If you do not receive this email within a few minutes, please check your Spam folder.

For additional assistance: Please contact DBM Shared Services at Shared.Services@maryland.gov

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Obtain Username (SPS Employee ID) (access POSC)



CPB Home

Help Topics

- [Information needed for Sign Up](#)
- [Security and privacy of information](#)
- [Type of web browser needed to use the POSC application](#)
- [POSC Overview](#)
- [General Help](#)

POSC Start Page

New recover login id / reset forgotten password procedure.
Set up your security questions, to be used in the event you forget your password or login id, when prompted. Your answers to the security questions will replace the need for a current check advice number.

- First time users**, please read the **(Help Topics)** listed in the left menu.
- For concerns not addressed in a specific **(Help Topic)** use **General Help**
- A link for **Feedback / Suggestions** will be provided after successful login
- For assistance with POSC, please email POSCHELP@comp.state.md.us.
- If you have forgotten your LogonID or Password please use the [Recover LogonID](#) / [Reset Forgotten Password](#) process.

[Sign Up](#)

[Logon](#)

First time using the POSC?
Use this process to create a LogonID and Password.

Access the POSC using your LogonID and Password.

Click logon to access your POSC account

(Click Signup to create an account)

Obtain Username (SPS Employee ID) (access POSC)



COMPNET Central Payroll Bureau
Comptroller of Maryland

Home | Individuals | Businesses | Tax Professionals | Careers

[CPB Home](#)
[POSC Start](#)

Help Topics
[Forgotten LogonID](#)
[Forgotten Password](#)
[Password Expiration](#)
[General Help](#)

Please Note : fields preceded by * are required fields

Logon Hints:

- Your LogonID is **not** case sensitive.
- Your Password **is** case sensitive.
- If you have forgotten your LogonID or Password please use the [Recover LogonID / Reset Forgotten Password](#) process.

Logon Page

LogonID: *

Password: *

☐ Remember my LogonID on this computer

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Enter POSC login information to access your POSC account

Obtain Username (SPS Employee ID) (access POSC)



COMPNET TEST 2 Central Payroll Bureau
Comptroller of Maryland

Home | Individuals | Businesses | Tax Professionals | Careers

[CPB Home](#)

User Options
[Logoff](#)
[Modify User Logon](#)
[Feedback / Suggestions](#)

Help Topics
[POSC Options](#)
[Use of POSC by Active Employees](#)
[Use of POSC by Terminated Employees](#)
[Signup/Modify Web Only Access](#)
[Update Direct Deposit](#)
[General Help](#)

You have successfully logged on. For security purposes, please remember to Logoff when you are finished using the POSC

Payroll POSC
Online Service Center

POSC Home Page
Welcome

☒ I am an employee and I want to access my payroll information
☐ I am a Payroll Representative and I want to access agency payroll information

Please choose one of the following options:

| | |
|--|---|
| <input checked="" type="checkbox"/> Current Year Pay Stubs | <input checked="" type="checkbox"/> Update Address / W4 (Tax Withholding) |
| <input checked="" type="checkbox"/> Prior Year Pay Stubs | <input checked="" type="checkbox"/> Update Direct Deposit |
| <input checked="" type="checkbox"/> View / Print Quarterly W2s | <input checked="" type="checkbox"/> Signup / Modify Web Only Access |
| <input checked="" type="checkbox"/> View SPS Employee ID | |

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Click "View SPS Employee ID"

Obtain Username (SPS Employee ID) (access POSC)



The screenshot shows the COMPNET TEST 2 website. At the top, there is a navigation bar with links: Home, Individuals, Businesses, Tax Professionals, and Careers. Below this, the main content area displays "Your SPS Employee ID is: W [redacted]". A callout box points to this field with the text "Make note of SPS Employee ID (if no ID found move to next slide)". To the right, there is a section titled "Use your SPS Employee ID as your username when you log into The Hub (Learning Management System)." and another section titled "This will also be your username for the Statewide Personnel System (SPS), coming soon in November 2014." A callout box points to a link labeled "The Hub" with the text "Use link to return to The Hub". The footer includes copyright information: "©2003 Comptroller of Maryland. All rights reserved. Privacy Policy | Give us your feedback".

Obtain Username (SPS Employee ID) (access POSC)



The screenshot shows the COMPNET TEST 2 website. At the top, there is a navigation bar with links: Home, Individuals, Businesses, Tax Professionals, and Careers. Below this, the main content area displays an error message: "There was no SPS Employee ID record found. Please contact your Agency Human Resources Office for more information." A callout box points to this message with the text "If this screen appears there is no SPS Employee ID on record. Contact your Agency Human Resources Office for assistance". The footer includes copyright information: "©2003 Comptroller of Maryland. All rights reserved. Privacy Policy | Give us your feedback".

The Hub First Time Log-in



SPS Employee ID is obtained from POSC

Default Password is P4ssw0rd (0 = zero)

You will be required to reset your password on the next screen

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The Hub First Time Log-in



Your password has expired. Please change your password.

The new password must match the following criteria:

- * Passwords must contain both upper and lower case letters
- * Passwords must contain alpha and numeric characters
- * Passwords cannot be the same as any previous password
- * Passwords must be 8 - 20 characters
- * Passwords cannot have leading or trailing spaces
- * Passwords cannot be the same as the Username, User ID, or email address.

Follow password criteria and set your personal password

Do not forget to save

Please remember password. If you forget password, you must reset it; there is no record of your password in The Hub

Change Your Password

Current password:

New password:

Confirm password:

-
- ⁱ Administration on Aging, *U.S. Population by Age: July 1, 2010*, http://www.aoa.gov/Aging_Statistics/Census_Population/census2010/Index.aspx (Oct. 16, 2014).
- ⁱⁱ U.S. Census Bureau, *The Baby Boom Cohort in the United States: 2012 to 2060*, <http://www.census.gov/prod/2014pubs/p25-1141.pdf>, (Oct. 16, 2014)
- ⁱⁱⁱ Population Reference Bureau, *Just How Many Baby Boomers are There?*, <http://www.prb.org/Publications/Articles/2002/JustHowManyBabyBoomersAreThere.aspx> (Oct. 16, 2014).
- ^{iv} Center for State and Local Government Excellence, *State and Local Government Workforce: 2014 Trends*, http://slge.org/wp-content/uploads/2014/05/Workforce_Trends_2014.pdf, (Oct. 16, 2014).
- ^v Office of Performance Management, *Workforce Planning Model*, <http://www.opm.gov/policy-data-oversight/human-capital-management/reference-materials/strategic-alignment/workforceplanning.pdf>, (Oct. 16, 2014).